

Chapter Summary

1. Learning is a change in behavior acquired through experience.
2. The operant conditioning approach to learning states that behavior is a function of positive and negative consequences.
3. Reinforcement is used to develop desirable behavior; punishment and extinction are used to decrease undesirable behavior.
4. Bandura's social learning theory suggests that task-specific self-efficacy is important to learning.
5. Goal setting improves work motivation and task performance, reduces role stress, and improves performance appraisal accuracy and validity.
6. Performance management and 360-degree feedback can lead to improved performance.
7. Making accurate attributions about the behavior of others is an essential prerequisite to correcting poor performance.
8. High-quality performance should be rewarded, and poor performance should be corrected.
9. Mentoring is a relationship for encouraging development and career enhancement for people moving through the career cycle.

Key Terms

classical conditioning (p. 198)	management by objectives (MBO) (p. 208)	positive consequences (p. 200)
consensus (p. 219)	mentoring (p. 221)	punishment (p. 201)
consistency (p. 219)	negative consequences (p. 200)	reinforcement (p. 200)
distinctiveness (p. 219)	operant conditioning (p. 199)	task-specific self-efficacy (p. 202)
extinction (p. 202)	performance appraisal (p. 210)	360-degree feedback (p. 214)
goal setting (p. 204)	performance management (p. 209)	
learning (p. 198)		

Review Questions

1. Define the terms learning, reinforcement, punishment, and extinction.
2. What are positive and negative consequences in shaping behavior? How should they be managed? Explain the value of extinction as a strategy.
3. How can task-specific self-efficacy be enhanced? What are the differences in the way introverted and extraverted and intuitive and sensing people learn?
4. What are the five characteristics of well-developed goals? Why is feedback on goal progress important?
5. What are the purposes of conducting performance appraisals? What are the benefits of 360-degree feedback?
6. What are the two possible attributions of poor performance? What are the implications of each?
7. How can managers and supervisors provide useful performance feedback?
8. How do mentors and peers help people develop and enhance their careers?

Discussion and Communication Questions

6. (*communication question*) Prepare a memo explaining the consequences of behavior in your work environment, e.g., grades, awards, pensions, and scholarships. In your memo, your classification of these consequences as positive or negative. Should your organization or you change the way it applies these consequences?
7. (*communication question*) Develop an oral presentation about the most current management practice in employee rewards and performance management.

Ethical Dilemma

Margaret Dawson supervises a team of six salespeople within Smith & Yardley, Inc. for the past five years. Her team was assembled, Margaret worked assiduously to ensure everyone understood how to complete sales reports, and the team's performance was excellent. Sometimes complicated expense report forms, especially those for sales force was on the road for approximately 50 percent of the time, filling out expense reports consistently was essential. The salespeople were dependent on Margaret for reimbursements quickly for living expenses and travel. Margaret's team consistently submits their expense reports on time, which pleases both Margaret and her team receives their reimbursements promptly, which meets their needs.

For her entire time with Smith & Yardley, Margaret has used a rounding system to make the numbers reconcile more easily when inputted into Excel spreadsheet expense report. She has consistently shared this procedure with her salespeople as a way of reconciliation that speeds-up the process. Margaret is aware that when her subordinates complete reports this way, they often get a little extra money

Experiential Exercises

6.1 Positive and Negative Reinforcement

Purpose: To examine the effects of positive and